

Press Information Kit

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Company background and history

Since it was founded twenty-one years ago, Virgin Atlantic Airways has become Britain's second largest airline serving the world's major cities. Virgin Atlantic is the quintessential Virgin story. It has every ingredient: the small newcomer taking on the giant and complacent establishment, the people's champion introducing better service and lower costs for passengers with a reputation for quality and innovative product development.

Virgin Atlantic was developed as an offshoot of Richard Branson's Virgin Group, which was better known at the time as a leading light in the world of pop and rock music. In early 1984, Branson was surprised to be contacted by an Anglo-US lawyer called Randolph Fields with a proposal for an involvement in a new airline called British Atlantic. Recognising that, like the music business, aviation was a consumer led industry, and tired of the conveyor belt attitude to passengers, Branson decided it was time for Virgin to diversify. His fellow directors thought he was mad – particularly when he announced the new airline would begin operating in just over three months.

Never one to take 'no' for an answer, Branson's infectious enthusiasm ensured that staff were hired, an aircraft was found, licences were obtained and the uniforms were designed. It was not easy, especially with incidents such as an engine failure on the eve of the airline's maiden flight. On 22 June 1984 Virgin's inaugural flight to Newark took place, a flight filled with friends, celebrities and the media. The airline's aim was simple: "To provide the highest quality innovative service at excellent value for money for all classes of air travellers". Hugely popular, Virgin Atlantic has won top business, consumer and trade awards from around the world. The airline has pioneered a range of innovations setting new standards of service. Despite Virgin Atlantic's growth the service still remains customer driven with an emphasis on value for money, quality, fun and innovation.

From those early days the airline has gone from strength to strength. Now based at both London's Gatwick and Heathrow airports, it operates longhaul services from Heathrow to New York (Newark and JFK), Los Angeles, San Francisco, Washington, Boston, Miami, Tokyo, Hong Kong, Johannesburg, Cape Town, Shanghai, Delhi, Mumbai and Lagos and Sydney. Virgin also operates services from Gatwick to Orlando, Barbados, St Lucia, Antigua, Las Vegas, Grenada, Tobago, Cuba, The Bahamas and Port Harcourt. Virgin Atlantic also operates a service from Manchester to Orlando and Barbados.

On 20 December 1999 Richard Branson signed an agreement to sell a 49% stake of Virgin Atlantic to Singapore Airlines to form a unique global partnership. The cost of the transaction to Singapore Airlines was £600.25 million, which included a capital injection of £49 million and valued Virgin Atlantic at a minimum of £1.225billion. The deal was finalised in early 2000.

On July 16 2003 came the launch of Virgin Atlantic's revolutionary Upper Class Suite, the longest and most comfortable flat bed and seat in the airline industry. The Upper Class Suite has won ten of the most prestigious design awards including a Yellow Pencil award for product design and an IDEA Gold Award for Transport Design.

On 5 August 2004 the airline announced that it had reached an agreement to take delivery of 13 new A340-600 aircraft with options for a further 13 in a deal worth in excess of \$5.5bn. Virgin Atlantic has also ordered six Airbus A380 aircraft. The long awaited inaugural flight from Hong Kong to Sydney departed on the 7 December 2004 and new services between London Heathrow and Mumbai commenced on 27 March 2005. On 22 June 2005 Virgin Atlantic celebrated its 21st birthday by operating a commemorative flight between London and New York with Richard Branson, celebrities and media. Direct flights between Manchester and Barbados launched on the 13th November 2005. Virgin Atlantic will be launching services between Heathrow and Dubai on March 27th 2006.

A brief history of Virgin Atlantic

Year	Month	Details
1984	February	Concept of a high quality, value for money airline is first developed.
	March	Licence granted for London (Gatwick) to New York (Newark).
	May	Lease purchase for the first aircraft, a Boeing 747, successfully negotiated.
	June	Virgin takes off from Gatwick starting a regular connection to New York (Newark).
1985	October	Virgin Cargo and Virgin Holidays are established.
	November	Licence granted for London (Gatwick) to Miami.
1986	January	First class sleeper seats installed in Upper Class.
	April	The Miami service from Gatwick takes off.
	June	Virgin takes delivery of a second B747 and the Miami flights are increased to four a week.
1987	July	UK licence granted for the Boston route.
	September	Virgin's one-millionth transatlantic passenger takes to the air.
1988	March	Licence granted for the Los Angeles and New York (JFK) routes.
	May	Virgin commences charter services to Orlando, Florida.
	September	Lease agreements entered into for the third and fourth 747.
1989	May	Virgin commences its three flights a week service to Tokyo. Introduction of video walkmans makes Virgin first airline to offer individual TVs to business class passengers.
	August	Virgin establishes aircraft maintenance facilities for its own aircraft and to provide a service to other airlines.
	September	Virgin doubles its capacity to New York with seven flights a week to JFK.
	October	Cargo opens terminal at JFK airport. Fourth frequency to Tokyo commences. Negotiations concluded in respect of Virgin's fifth and sixth B747.
1990	May	Virgin commences its service to Los Angeles. To coincide Virgin opens Upper Class lounge at Gatwick and Inflight Beauty Therapy for Upper Class passengers. Virgin becomes first airline to introduce automatic defibrillators and trained staff to aid inflight cardiac arrest victims.
1991	January	Civil Aviation Authority opens the door to Heathrow for Virgin's award winning operations. Launch of new uniform.
	April	Service to Tokyo increases to six flights a week.
	May	Daily service from London Gatwick to Boston starts.
	June	Virgin obtains seventh and eighth 747s. Virgin becomes first airline to offer individual TVs to all classes of passenger on wide-bodied aircraft.
	July October November	Virgin commences services from Heathrow to Los Angeles, New York (JFK) and Tokyo. Cargo opens its own terminal in Miami. Cargo opens its own terminal in Los Angeles.
1992	March	Sale of Virgin Music to Thorn EMI for \$880m. Richard Branson pledges to invest proceeds in Virgin Atlantic.
	April	Virgin is first airline to provide child safety seats.
	May	Launch of Virgin Mid Class, first airline to offer super economy service for full fare economy passengers. Daily scheduled service from London to Orlando commences.
1993	March	Virgin Atlantic launches service between Gatwick and Athens.
	June	Virgin Atlantic is the first airline to introduce a Snooze Zone in Upper Class cabin
	July	Virgin Atlantic introduces Virgin TaxiJet – the bike service to be offered to passengers in addition to the limo service.
	December	HRH Princess of Wales names Virgin Atlantic's first new airbus A340 300.
1994	January	New service launched from London City Airport to Dublin in partnership with CityJet.
	February	Daily service to Hong Kong commences. First Boeing 747-400 joins the Virgin fleet.
	May	San Francisco service launched
	June	Virgin Atlantic celebrates 10 th anniversary and introduces new global corporate identity.
	October	Fourth Airbus A340 and second 747-400 join the fleet.
	November	Mid Class rebranded Premium Economy.

1995	January April May June July November	<p>Announcement of marketing alliance with Malaysian Airlines. Launch of marketing alliance with Delta Airlines. No smoking flights introduced on Virgin Atlantic's transatlantic and Hong Kong routes. O2FLY, oxygen concentrator enabling chronic chest and lung patients to fly long distance introduced onboard. Virgin Atlantic commences service to Athens. Launch of ten year partnership with Malaysian Airlines. Virgin CityJet services commence between Dublin and Brussels. Codeshare with British Midland commences. Formation of the Asia Pacific – partnership with Ansett Australia Airlines and Malaysia Airlines. New JFK Clubhouse opens.</p>
1996	January February May June July October December	<p>Virgin LimoBikes now operate the existing chauffeured motorcycle service. Newark Clubhouse opens. Refurbished Heathrow Clubhouse. Manchester – Orlando service launched and naming ceremony of new Airbus A340-300 "Virginia Plain". Virgin Group acquires 90 per cent of the equity of Euro/Belgian Airlines, renamed Virgin Express and based in Brussels. Naming ceremony of a new Boeing 747-400 "Tinker Belle" Daily service launched from Heathrow to Washington. CityJet franchise terminated by mutual agreement. New service launched between Heathrow and Johannesburg. Drive Thru Check In service for Upper Class passengers. New Clubhouse opened in Johannesburg.</p>
1997	January March April May June July August	<p>Virgin Atlantic announces enhancements to its frequent flyer scheme. Express hand baggage check in available to all passengers. Virgin Atlantic launched new economy meal service Continental Airlines and Virgin announce codeshare agreement replacing Virgin Atlantic's alliance with Delta Airlines. Take delivery of 4th new 747-400 aircraft. Take delivery of 6th new A340 aircraft. Take delivery of 7th A340 aircraft. New daily service from Gatwick to Newark. Miami service moves from Gatwick to Heathrow. New daily service to Johannesburg. The airline moves into new headquarters. Delivery of 5th new 747-400 aircraft. New second daily service from Heathrow to Los Angeles. Take delivery of 8th new A340 aircraft. Virgin announces it will become the world-wide launch customer for the new A340-600.</p>
1998	January February March April May June July September October November December	<p>Launch of K-iD, a new range of products aimed to keep children amused during flights. Continental Airlines and Virgin Atlantic launch codeshare agreement. Opening of Washington Clubhouse and Drive-Thru check-in at Newark. Virgin takes delivery of 9th A340-300. Flying without Fear courses commence. Steve Ridgway is appointed as the Managing Director of Virgin Atlantic. Phase II of Johannesburg Clubhouse Delivery of the 10th new A340 aircraft – named Diana. Drive Thru Check In service for Upper Class passengers introduced at London Gatwick. New Virgin Atlantic Clubhouse opens at Chep Lap Kok Airport, Hong Kong Medlink satellite telemedicine services introduced on all Virgin Atlantic flights. Second daily service to Orlando commences from London Gatwick. Virgin Atlantic Clubhouse opens at Gatwick Airport. Launch of services to St Lucia and Barbados on 27 September Delivery of first 747-200 from Cathay Pacific. Launch of services to Antigua on 21 October Catwalk launch of Virgin Atlantic uniform designed by John Rocha. Delivery of second 747-200 from Cathay Pacific. New Drive Thru service opens at San Francisco International Airport.</p>

1999	February	Virgin Atlantic moves its New York JFK Operations to the new state-of-the-art Terminal 1 offering more Check In desks and space.	
	March	New cabin crew uniforms introduced across the company.	
	May	Tokyo Clubhouse opens. Virgin Sun launched, offering flights and holidays to 13 Mediterranean destinations from Gatwick and Manchester.	
	June	Virgin Atlantic unveils new aircraft livery, a fresh corporate identity and £37m package of product and service improvements including a stylish new cabin and flying beds – both single and, for the first time ever, double beds in business class. Launch of the “daylight” service between Heathrow and JFK, the airline’s fifth London – New York frequency.	
	July	Virgin Atlantic celebrates 15 years in the air. The Shanghai inaugural takes place on 12 July	
	October	Virgin signs fleet deal with Volvo to provide the airline’s famous limousine service Virgin makes limousine service nationwide	
	November	CAA declares Virgin Atlantic ready for the millennium Virgin Atlantic relaunch its frequent flyer programme renamed <i>flying club</i> 1 November – Virgin launches services to Chicago 17 November – Virgin Atlantic relaunch the new Upper Class cabin	
	December	Johannesburg Drive-Thru check-in opened Virgin Atlantic is granted extra frequencies to Shanghai from mid-2000 Virgin Atlantic’s first flight to Cape Town takes place on 2 December Virgin Atlantic signs codeshare agreement with Air India to operate services between London and Delhi from the summer of 2000 Extra frequencies to Shanghai and Cape Town awarded to Virgin Atlantic by the CAA On 20 December Richard Branson signs agreement to sell a 49% stake of Virgin Atlantic to Singapore Airlines for £600.25 million	
	2000	February	Opening of Revivals – Virgin Atlantic’s first arrivals lounge at Heathrow airport on 8 February
		May	Economy and Premium Economy products and cabin receive a revamp. Virgin Atlantic moves its Shanghai operations to Pudong airport New clubhouse at JFK Airport opens Virgin Atlantic’s Inflight Beauty Therapy service celebrates its tenth anniversary Virgin Atlantic signs a deal to be the first airline to introduce the latest telemedicine equipment onboard
June		Virgin Atlantic launches the first direct scheduled service to Las Vegas on 8 th June Flying club celebrates its tenth anniversary	
July		Virgin Atlantic launches services to Delhi on 5 July Virgin Atlantic launches ‘Earth Calling’ service onboard allowing passengers to be contacted via their mobile number to the in-seat phone.	
October		Revolutionary Upper Class sleeper seat introduced onboard Improvements in benefits offered to <i>flying club</i> members New baggage reclaim facility at Heathrow	
December		San Francisco Clubhouse opens in new International Terminal Virgin Atlantic wins OAG Airline of the Year	
2001	February	Virgin Atlantic confirms order for A380 aircraft	
	May	New version of onboard Health video launched	
	August	Virgin Atlantic launches new daily service to Toronto on 12 June Virgin Atlantic launches a new service from Heathrow to Lagos on 16 July	
	September	Virgin Atlantic cuts capacity by 20% as a result of the terrorist attacks in the US Suspension of services to Chicago, Toronto and Athens Cockpit doors strengthened across fleet and other security measures introduced	
	October November	New safety video onboard Virgin Atlantic offers tickets for £98 with Daily Express	
2002	February	Frequency increases following September 11 A340-600 order confirmed	
	July	Launch of the A340-600 for which Virgin Atlantic is the launch customer	
	August	First commercial flight of the A340-600 to New York Announcement of launch of services to Grenada and Tobago Virgin Atlantic launches SMS text messaging onboard	

	October	Virgin Atlantic announced plans to launch a twice-weekly Port Harcourt service in January
2003	February	Virgin Atlantic launches twice weekly services between Gatwick and Port Harcourt, Nigeria
	May	Virgin Atlantic launches new Upper Class Magazine - Carlos Virgin Atlantic operates the first aid flight to Basra to help with relief aid
	June	Virgin Atlantic launches weekly service between Gatwick and Tobago and Grenada Virgin Atlantic introduces Passports for Pets Scheme
	July	Virgin Atlantic submits response to Government White Paper on future runway development
	November	Richard Branson launches a campaign to keep Concorde flying Virgin Atlantic launches Upper Class Suite – the longest bed flying today Virgin Atlantic announces plans to operate to Australia
2004	January	Virgin Atlantic unveils the Virgin Atlantic GlobalFlyer – The Ground Breaking aircraft in which Steve Fossett will attempt the first solo circumnavigation of the world.
	February	Virgin Atlantic opens a new Clubhouse at JFK Airport
	March	Virgin Atlantic announce expansion plans for the airline, including the order of two more A340-600 aircraft and the recruitment of 1400 staff this year.
	June	Richard Branson takes on the Channel Challenge and sets a new record for the fastest crossing of the English Channel in an amphibious vehicle.
	August	Virgin Atlantic announces it has reached an agreement to take delivery of 13 new A340-600 aircraft with options for a further 13. In total the deal is worth in excess of \$5.5bn. Double Suites are launched onboard aircraft.
	October	Virgin Atlantic starts to fit Upper Class Suite onto its Gatwick fleet
	December	Virgin Atlantic launches daily services between Hong Kong and Sydney Virgin Atlantic opens new Hong Kong Clubhouse.
2005	February	Steve Fossett completes his solo circumnavigation of the world in the Virgin Atlantic GlobalFlyer.
	March	Virgin Atlantic commences services between London Heathrow and Mumbai.
	June	Virgin Atlantic celebrates its 21 st birthday by operating a commemorative flight between London and New York with Richard Branson, celebrities and media.
	July	Virgin Atlantic launches a weekly service between Gatwick and Nassau. Virgin Atlantic launches a twice weekly service between Gatwick and Havana.
	November	Virgin Atlantic launches a weekly service between Manchester and Barbados

The Virgin Atlantic fleet of aircraft

Virgin Atlantic operates one of the world's youngest fleets of aircraft. Currently the fleet comprises of 33 aircraft, thirteen 747-400s and nine A340-300s and eleven A340-600s. The current average age of the fleet is 6 years and 1 month.

<i>Aircraft</i>	<i>Type</i>	<i>Name</i>	<i>Into Service</i>	<i>Manufactured Configuration(Upper Class/Premium Economy/Economy)</i>	
G-VBUS	A340-300	Lady in Red	1993	1993	40/28/187
G-VAEL	A340-300	Maiden Toulouse	1994	1993	40/28/187
G-VFLY	A340-300	Dragon Lady	1994	1994	40/28/187
G-VFAB	B747-400	Birthday Girl	1994	1994	44/32/310
G-VHOT	B747-400	Tubular Belle	1994	1994	44/32/310
G-VSUN	A340-300	Rainbow Lady	1996	1996	40/28/187
G-VBIG	B747-400	Tinker Belle	1996	1996	44/32/310
G-VTOP	B747-400	Virginia Plain	1997	1996	14/58/380
G-VAIR	A340-300	Maiden Tokyo	1997	1997	34/35/171
G-VSEA	A340-300	Plane Sailing	1997	1992	40/28/187
G-VHOL	A340-300	Jetstreamer	1997	1992	34/35/171
G-VAST	B747-400	Ladybird	1997	1997	44/32/310
G-VELD	A340-300	African Queen	1998	1997	34/35/171
G-VFAR	A340-300	Diana	1998	1998	34/35/171
G-VXLG	B747-400	Ruby Tuesday	1998	1998	44/32/310
G-VROS	B747-400	English Rose	2001	2001	14/58/379
G-VGAL	B747-400	Jersey Girl	2001	2001	14/58/379
G-VLIP	B747-400	Hot Lips	2001	2001	14/58/379
G-VROM	B747-400	Barbarella	2001	2001	14/58/379
G-VROY	B747-400	Pretty Woman	2001	2001	14/58/379
G-VWOW	B747-400	Cosmic Girl	2001	2001	44/32/310
G-VSHY	A340-600	Claudia Nine	2002	2002	45/28/233
G-VMEG	A340-600	Mystic Maiden	2002	2002	45/28/233
G-VOGE	A340-600	Cover Girl	2002	2002	45/28/233
G-VFOX	A340-600	Silver Lady	2002	2002	45/28/233
G-VGOA	A340-600	Indian Princess	2003	2003	45/28/233
G-VATL	A340-600	Atlantic Angel	2003	2003	45/28/233
G-VROC	B747-400	Mustang Sally	2003	2003	44/32/310
G-VEIL	A340-600	Queen Of The Skies	2004	2004	45/28/233
G-VSSH	A340-600	Sweet Dreamer	2005	2005	45/28/233
G-VNAP	A340-600	Sleeping Beauty	2005	2005	45/28/233
G-VGAS	A340-600	Varga Girl	2005	2005	45/28/233
G-WKD	A340-600	Miss Behavin	2005	2005	45/28/233

A340-300 BASIC FACTS

The Airbus A340 is the longest-range aircraft in the world and the first aircraft to be built by Airbus with four engines. Virgin Atlantic added the A340 to its fleet in 1993 – it was the first UK carrier to do so. Virgin Atlantic operates nine 300 series which carry 255 passengers over a range of 7,000 nm. The fuselage cross section is based on the A300 and A310 aircraft; wide enough for both passenger comfort but slim enough for optimum fuel efficiency. The A340 also has the most slender wings of any aircraft and has large fuel saving winglets. BAE SYSTEMS, which has a 20 per cent share in the Airbus company, is responsible for the innovative aerodynamic design and manufacture of the wing, for all the company's aircraft. The –300 is powered by four CFM International CFM56-5C2 or –5C4 engines delivering 31,200lb or 34,000lb of thrust.

A340-600 BASIC FACTS

The new A340-600 entered service with launch customer Virgin Atlantic in July 2002. The –600 series retains the same fuselage cross section as the –300 but is some 11.6 m longer, at 75.3 m making it the longest civil aircraft produced. It also has a modified wing with an increased span of 63.4 m.

The A340-600 is designed to fly up to 7250 nm with a full payload of passengers and is configured with 306 seats in the Virgin Atlantic three class layout. The aircraft is powered by four Rolls Royce Trent 500 engines each delivering 56,000lb of thrust.

BOEING 747-400 BASIC FACTS

These aircraft are powered by GE CF6-80C engines. Carrying more than 57,000 gallons of fuel, the 400 series consumes up to 13 per cent less fuel (than previous versions) and engine noise levels are half that of original 747s in the 1970s. The typical maximum range is 7000 nm.

Virgin Atlantic Route Network

- **USA**

Heathrow/New York (Newark)/Heathrow*	VS001/VS002 VS017/VS018
Heathrow/New York (JFK)/Heathrow**	VS003/VS004 VS009/VS010 VS045/VS046
Heathrow/Miami/Heathrow	VS005/VS006
Heathrow/Los Angeles/Heathrow*	VS007/VS008 VS023/VS024
Heathrow/Boston/Heathrow	VS011/VS012
Gatwick/Orlando/Gatwick*	VS015/VS016 VS027/VS028
Heathrow/San Francisco/Heathrow	VS019/VS020
Heathrow/Washington DC/Heathrow	VS021/VS022
Gatwick/Las Vegas/Gatwick	VS043/VS044
Manchester/Orlando/Manchester	VS075/VS076

- **Africa**

Heathrow/Johannesburg / Heathrow	VS601/VS602
Heathrow /Cape Town / Heathrow	VS603/VS604
Heathrow/Lagos/Heathrow	VS651/VS652
Gatwick / Port Harcourt / Gatwick	VS623/VS624

- **Asia Pacific**

Heathrow/Tokyo/Heathrow	VS900/VS901
Heathrow/Hong Kong/Sydney/Hong Kong/Heathrow	VS200/VS201
Heathrow/Shanghai/Heathrow	VS250/VS251
Heathrow/Delhi/Heathrow	VS300/VS301
Heathrow/Mumbai/Heathrow	VS350/VS351

- **Caribbean**

Gatwick/Barbados/Gatwick	VS029/VS030
Gatwick/Barbados/St Lucia/Barbados/Gatwick	VS037/VS038
Gatwick/St Lucia/Gatwick	VS031/VS032
Gatwick/Antigua/Gatwick	VS033/VS034
Gatwick/Tobago/Grenada/Tobago/Gatwick	VS051/VS052
Gatwick/Nassau/Gatwick	VS061/VS062
Gatwick/Havana/Gatwick	VS063/VS064
Manchester/Barbados/Manchester	VS077/VS078

* Two services per day

** Three services per day

Performance Statistics

Financial Statistics

	<i>Group Turnover</i>	<i>Group Profit (Loss) Before Tax</i>
<i>Year ended</i>	<i>(£m)</i>	<i>(£m)</i>
31 July 1989	106.8	8.4
31 July 1990	208.8	8.7
31 October 1991 (15 months ended)	382.9	6.2
31 October 1992	356.9	(14.5)
31 October 1993	400.9	0.5
31 October 1994	503.4	(3.0)
31 August 1995 (10 months ended)	507.0	36.5
30 April 1996 (8 months ended)	440.0	41.3
30 April 1997	785.1	64.7
30 April 1998	942.3	91.2
30 April 1999	1,066.6	98.7
30 April 2000	1,267.6	4.1
30 April 2001	1,517.5	45.5
30 April 2002	1,499.8	(92.6)
30 April 2003	1,401.2	15.7
29 February 2004 (10 months ended)	1,272.0	20.9
28 February 2005	1,630.0	68.0

Passenger Numbers

<i>Year</i>	<i>Total passengers carried</i>	<i>Total cumulative</i>
1984	124,711	124,711
1985	245,404	370,115
1986	289,060	659,175
1987	464,196	1,123,371
1988	626,319	1,749,690
1989	619,506	2,369,196
1990	837,136	3,206,332
1991	1,044,760	4,251,092
1992	1,239,011	5,490,103
1993	1,398,834	6,888,937
1994	1,679,403	8,568,340
1995	2,029,624	10,597,964
1996	2,293,802	12,891,766
1997	2,806,538	15,698,304
1998	3,206,117	18,904,421
1999	3,622,422	22,526,843
2000	4,280,044	26,806,887
2001	4,105,115	30,912,002
2002	3,808,687	34,720,689
2003	3,850,578	38,571,267
2004	4,323,268	42,891,554

VS Passengers From London

London To/From	1985	1990	1995	2000	2003	2004
New York (EWR/JFK)	213,348	354,445	532,170	1,039,866	801,795	921,299
Florida (MIA/MCO)	0	287,543	491,223	984,957	866,026	990,145
East Coast (BOS/IAD)	0	0	215,546	456,761	349,066	391,934
West Coast (LAX/SFO/LAS)	0	122,933	427,787	735,038	665,673	716,654
Caribbean (BGI/ANU/UVF/TAB/GND)	0	0	0	229,614	371,536	436,490
Nigeria (LOS/PHC)	0	0	0	0	153,372	198,819
South Africa (JNB/CPT)	0	0	0	191,814	203,334	204,766
India (DEL)	0	0	0	23,942	55,516	62,444
China (HKG/SHA)	0	0	135,018	204,063	219,410	257,638
Japan (NRT)	0	72,215	127,505	148,547	119,763	140,092

Market Share **2003** **2004**

New York	24%	25%
Florida	47%	48%
East Coast	19%	21%
West Coast	29%	26%
Caribbean	55%	59%
Nigeria	46%	52%
South Africa	15%	13%
India	18%	23%
China	22%	22%
Japan	15%	16%

Virgin Atlantic Cargo

Performance Statistics

Tonnage: (comparison year on year)

Year	Tonnage Carried
YE April 1997	88452
YE April 1998	112751
YE April 1999	113649
YE April 2000	134453
YE April 2001	142639
YE April 2002	124408
YE April 2003	126670
YE Feb 2004 (10 months)	113609
YE Feb 2005	149492

Route Revenue Contribution – Cumulative: Year ended Feb 2005 only

Route	% Contribution
New York	14%
Florida	9%
West Coast	16%
East Coast	6%
Caribbean	1%
Far East	44%
Africa	10%

Financial Results: Cumulative for year ended Feb 2005 only

Data	2002/3
Total Sales Generation	£127,690,174

Virgin Holidays – Company Background

Born in 1985, Virgin Holidays was formed following the creation of Virgin Atlantic Airways with a view to selling seats on the new Virgin Atlantic routes to New York, Orlando and Miami. Forming the leisure marketing wing of the Virgin Atlantic Group, Virgin Holidays has become one of the largest and most successful scheduled tour operators in the UK.

The company was formed 20 years ago when Virgin Atlantic won its second transatlantic route to Miami and it was then decided to sell holiday packages. Built on the Virgin principles of excellent customer service, high quality and value for money, Virgin Holidays offers maximum convenience and flexibility with an emphasis on fun and excitement.

Since Virgin Holidays was founded it has gone from strength to strength. It now offers an extensive selection of holidays to mainland USA, Canada, Florida, Caribbean, South Africa, an extensive worldwide programme, a well-established ski programme and more recently a 'taste of adventure' programme leading the way in soft adventure holidays.

As the number of featured resorts has grown, so has the number of passengers that choose Virgin Holidays. In 1986, Virgin Holidays carried just over 14,000 passengers, this year the company is expected to carry around 400,000 passengers. A clear indication of the high passenger loyalty and the enviable level of repeat business that Virgin Holidays receives can be seen by the ever-growing membership of the Frequent Virgin Club. The Club is Virgin Holidays loyalty programme, and membership currently stands at more than 100,000 members.

Virgin Holidays has become one of the largest and most successful transatlantic tour operators in the UK, holding the position of market leader to Florida, USA and Caribbean. The 21st Century will see the continued expansion and growth of Virgin Holidays to cover even more destinations around the world.

For further information please call the Virgin Holidays Press Office on 01293 744228.

Airline Partnerships

Virgin Atlantic announced its unique global partnership with Singapore Airlines in December 1999. Under the terms of the deal Singapore Airlines acquired a minority stake of 49% of Virgin Atlantic. The partnership is a perfect match - both airlines have an unparalleled reputation for quality and innovation, and have won countless awards from the travel industry.

The cost of the transaction to Singapore Airlines was £600.25 million, which included a capital injection of £49 million. At the time Virgin reinvested a further £51 million into Virgin Atlantic. This transaction for a minority equity investment valued Virgin Atlantic at a minimum of £1.225 billion.

Singapore Airlines operates a fleet of 95 aircraft and its route network extends to 89 destinations world-wide. Virgin Atlantic, the UK's second largest long haul airline, operates a fleet of 32 aircraft to 24 destinations in Africa, Asia, North America, the Caribbean and Australia.

The two carriers' route networks do not overlap and are uniquely complementary. Under the terms of the memorandum of understanding, the two carriers have retained their distinctive identities and have continued to develop their own products. The two companies have retained their independent management teams but Singapore Airlines has some representation on the Virgin Atlantic Board of Directors.

Frequent flyers on Virgin Atlantic and Singapore Airlines are able to earn mileage and redeem travel rewards on each other's services. Additionally Virgin Atlantic and Singapore Airlines work together to offer their passengers greater benefits including Round The World fares, access to lounges world-wide, and an increasingly seamless travel experience across their networks.

Airline Alliances

To enable us to offer flights to even more destinations around the world, we have entered into alliances with a number of partner airlines – each hand picked for their high levels of service and customer care. On alliance services connecting with Virgin Atlantic flights we are able to through check passengers and their baggage to their final destination, where local customs regulations permit.

We have synchronised our schedules with those of our partners to enable us to offer passengers the shortest possible connections between our services. Passengers are also able to earn and redeem Flying Club miles on our alliance services, subject to the terms and conditions of individual Agreements,

Singapore Airlines

Our Codeshare Agreement with Singapore Airlines enables Virgin Atlantic passengers to purchase tickets in Economy Class on Singapore Airlines services from both London Heathrow and Manchester to Singapore. Additionally, Singapore Airlines passengers are able to purchase seats between Singapore and Orlando, Boston, Miami and Washington, using Virgin Atlantic operated Transatlantic services.

bmi British Midland

Our Codeshare arrangement with bmi British Midland (BD) allows European passengers greater access and simple connections onto our worldwide network of services operated from Heathrow. Our partnership allows us to offer connections between Alicante, Amsterdam, Brussels, Dublin, Hanover, Madrid, Milan, Naples, Nice, Palma, Paris, and Venice and many of our Heathrow operated services.

Continental Airlines

Virgin Atlantic's Codeshare Agreement with Continental Airlines (CO) allows us to jointly offer high quality, high frequency services to New York. We sell seats in Economy class and BusinessFirst on two Continental operated London Gatwick - Newark services, allowing us to make seven daily services available to NYC. The Codeshare has now been expanded to include up to 30 Domestic US and Canadian destinations.

South African Airways

Virgin Atlantic's Codeshare Agreement with South African Airways (SA) enables passengers to connect between Virgin Atlantic services to and from Johannesburg, and SA service between Johannesburg and Cape Town, Durban, George, Port Elizabeth and East London.

America West

Virgin Atlantic's Codeshare Agreement with America West Airlines (HP) enables Virgin Atlantic passengers convenient connections between Virgin Atlantic services from Los Angeles, San Francisco, Las Vegas and Washington Dulles, and America West services from Phoenix, Las Vegas and San Diego.

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The Virgin Atlantic product

On its long haul routes Virgin Atlantic operates a three class system: Upper Class (the airline's business class) and Economy Class which is segmented into Premium Economy Class (a full fare separate economy cabin) and Economy (all other coach/economy fares): Virgin Atlantic launched the Upper Class Suite in November 2003 – a product which has won some of the most prestigious design awards in the industry.

THE UPPER CLASS SUITE:

- The Upper Class suite is different to anything else flying today. The product has been designed to be separately both the most comfortable bed and the most comfortable seat in the air.
- Instead of extending from a seat into a bed, Virgin Atlantic's seat provides the passenger with a luxury leather armchair to relax on which then flips over into a separate bed with a mattress to sleep on
- The Upper Class Suite is now available on all flights to New York, San Francisco, Tokyo, Hong Kong, Sydney, Las Vegas, Orlando and the Caribbean and from March Dubai.
- The Upper Class Suite has won some of the most prestigious design awards in the industry including the Wallpaper award for the Most Life Enhancing Item and the D&AD Yellow Pencil (Silver) award for Product Design.

HEADLINE FACTS:

- The longest bed of any airline's business class product.
- It provides passengers with customised luxury furniture for sitting on and a mattress for sleeping on so passengers do not have to compromise on the comfort of either.
- The 1-2-1 / 1-1-1 configuration means passengers have their own personal space with no 'step over' by other passengers.
- Passengers can recline in the seat even for take-off and landing!

THE COMPARISONS:

- The new seat is 2" wider than British Airways' First Class seat and the bed is 3.5" longer, 13.5" wider in the all-important shoulder area and 3.5" wider in the lower bed area.
- The seat is 7.5" longer, 13" wider in the shoulder area and 3" wider in the lower bed area than British Airways' Club World seat.
- The new seat is 2" wider than the First Class seats offered by 23 major airlines including British Airways, Lufthansa, Qantas, United Airlines, and American Airlines.

THE BED FACTS:

- It is the biggest bed in business class. At 79.5" long (82" on the 747-400 Upper Deck), and 33" wide across the shoulders, the Upper Class Suite is the largest fully flat bed in comparison with any other airlines business class.
- At its widest point, the all – important shoulder area, the bed is 33" across – over 1ft of extra width compared to other airlines!
- With one touch of a button the seat converts into a bed by flipping over.

THE CABIN FACTS:

- The cost of the new Upper Class project including new cabin and seats is £70m.
- The seats television screen is 10.4 inches – bigger than any other airline's business class inflight entertainment screen.
- The new Upper Class cabin features a private bar in an area discreet from the cabin.

Upper Class

- The Upper Class Suite provides the passenger with a luxury leather armchair to relax on which then flips over into a separate bed with a mattress to sleep on. The Upper Class Suite is now fitted onto all Virgin Atlantic's 747-400, A340-600 aircraft and three A340-300 aircraft.
- The Freedom menu offers a wide selection of light bites, main meals and snacks which can be ordered at any time during the flights allowing the passenger to eat what they want when they want. A good night flight service is also offered to passengers on flights departing after 9pm – so passengers can enjoy a gourmet meal in the Clubhouse before their flight so that once onboard they can maximise their sleep.
- Onboard bar - a private bar in an area separated from the cabin, which has a welcoming atmosphere.
- The Upper Class amenity kit - designed by bespoke couturier and Saville Row tailor Ozwald Boateng containing Ozwald Boateng socks, wash bag, a Virgin Atlantic luggage tag, toothbrush, toothpaste, earplugs, eye mask, breath freshening strips, pen and Virgin Vie Lip balm.
- Sleeper service – “Snoozezone” available on all evening flights of eight hours or under, departing from an airport, which has a Clubhouse where passengers can enjoy an evening meal. After takeoff they are offered a drink, then the lights are dimmed in their cabin so they can enjoy the maximum amount of sleeping time in their Upper Class Suite.
- State of the art inflight entertainment system. On selected aircraft the V-port system offers 300 hours of video on demand where passengers can watch or listen to what they want and can start, pause or rewind their chosen movie, TV show or CD. Alternatively, there is a choice of between 14 - 20 video channels plus 9 - 14 audio channels and 10 – 15 Nintendo games on selected aircraft.
- Dedicated check-in and priority boarding.
- Complimentary drinks including pre-take off champagne and ice creams during the movies.
- Inflight beauty therapist gives neck and scalp massage, zone therapy massage or hot hand treatment on all flights on all services to and from Heathrow.
- Unique Clubhouse lounges at selected airports featuring a health and beauty salon offering beauty treatments and hairdressing, library, music room, video games room, study and bar.
- Arrival facilities – Virgin Revivals at Heathrow features a reception, eighteen shower rooms with a valet cleaning service, a Virgin Touch salon, a bar and lounge area and a business area with free phone calls, access to email and Internet and faxing facilities.
- Complimentary airport transfers are available to and from most airports of arrival and departure; UK options include chauffeur driven Volvo or Virgin LimoBike in the UK and first class Gatwick Express travel.
- Drive-Thru Check In is a unique Upper Class complimentary service at London Heathrow, London Gatwick and Johannesburg. The limos are met by check-in agents in a dedicated area at the airports. The agents security profile the passengers, take any luggage, which is to be checked in directly to the aircraft and issue boarding passes. All this is done without passengers needing to leave the comfort of their limos. Upper Class passengers are then dropped off at departure level and can go directly through Fast Track security and immigration to the Virgin Clubhouse lounge. This hassle-free approach reduces check-in time.
- Membership of Virgin *flyingclub*, Virgin Atlantic's frequent flyer programme offering a wide range of awards and participating companies.

Premium Economy Class

Virgin Atlantic's economy service is segmented into Premium Economy (full fare economy) and Economy (all other economy fares). Premium Economy was first introduced in 1992 as Mid Class, a service aimed at the cost conscious business traveller who for budgetary reasons travels economy but still requires extra space in which to work or relax. The product was rebranded as Premium Economy in November 1994. It features:

- A comfortable and spacious ergonomically designed seat with 38" seat pitch (equivalent to some airlines' business class).
- Priority boarding.
- Pre-take off champagne.
- State of the art inflight entertainment system. On selected aircraft the V-port system offers 300 hours of video on demand where passengers can watch or listen to what they want and can start, pause or rewind their chosen movie, TV show or CD. Alternatively, there is a choice of between 14 - 20 video channels plus 9 - 14 audio channels and 10 - 15 Nintendo games on selected aircraft.
- Priority economy meal with a choice of three entrees, including a vegetarian option. Sunday roasts are available on all flights departing the UK on a Sunday.
- Priority economy duty free choice.
- For the outbound journey the amenity kit is filled with added extras including socks, eyeshades, earplugs, a Virgin Atlantic pen and a toothbrush and toothpaste - all packed into an opaque rucksack. For the inbound journey passengers receive some eye shades, ear plugs, toothpaste and a toothbrush in a wash bag.
- Newspapers given to passengers.
- Express Economy baggage reclaim.
- Dedicated check-in at all locations.
- Membership of Virgin *flyclub*, Virgin Atlantic's frequent flyer programme offering a wide variety of awards and participating companies.

Economy Class

Virgin Atlantic's Economy class aims to give maximum value for money. For details of the service and features provided for full fare economy passengers, see Premium Economy.

- Contoured, space-saving seats, maximising legroom; an average seat pitch of 31"; new seats have adjustable headrests.
- Pillows and blankets.
- State of the art inflight entertainment system. On selected aircraft the V-port system offers 300 hours of video on demand where passengers can watch or listen to what they want and can start, pause or rewind their chosen movie, TV show or CD. Alternatively, there is a choice of between 14 - 20 video channels plus 9 - 14 audio channels and 10 - 15 Nintendo games on selected aircraft.
- Choice of three entrees with main meal including a vegetarian option. Sunday roasts are available on all flights departing the UK on a Sunday.
- Free drinks.
- Membership of Virgin *flyingclub*, Virgin Atlantic's frequent flyer programme offering a wide variety of awards and participating companies.
- Special features for children (see separate section).
- For the outbound journey the amenity kit is filled with added extras including socks, eyeshades, earplugs, a Virgin Atlantic pen and a toothbrush and toothpaste - all packed into an opaque rucksack. For the inbound journey passengers receive some eye shades, ear plugs, toothpaste and a toothbrush in a wash bag.

Inflight entertainment

Virgin firsts in inflight entertainment

First airline to offer business class passengers individual TVs with the introduction of Sony Video walkmans and a library of films in 1989.

First airline operating wide-bodied aircraft to offer individual TV screens and a choice of channels to passengers in all classes when in 1991 it introduced a six channel system and individual seat arm or seat back TVs.

First airline to install interactive entertainment with individual TVs in all classes with the introduction of Virgin Arcadia.

1 *V-port*

This system is onboard some 747-400s and all A340-600s. It offers Video on Demand where passengers can watch or listen to what they want and can start, pause or rewind their chosen movie, TV show or CD.

What it features:

- 300 hours of Video on content.
- 14 channels of Audio on Demand and a jukebox with over 50 CDs. Passengers can listen to an entire CD or just an individual track.
- A selection of audio books.
- 18 computer games, some of which are multi-player and one, Battlemail Kung-fu, has been developed exclusively for Virgin
- A Quick Find facility that allows passengers to look for films starring their favourite movie star, comedy shows or language programming.
- A dedicated Kid's Zone that has it's own menus and contains programming suitable for children and a parental block.
- Laptop power is available in Upper Class and Premium Economy
- IMap is a brand new fully interactive map application - not only can passengers track their flight, but they can also roam around the world, zoom in on different destinations and points of interest.
- Air to ground send and receive SMS text messaging to mobile phones and email addresses.

2 *Arcadia – interactive inflight entertainment*

Some of Virgin's planes are equipped with an interactive entertainment system by Rockwell Collins of California, USA. Branded Virgin Arcadia it offers 14 video channels and 9 CD audio channels which consists of:

8 movie channels

6 TV channels featuring music, sport & news, comedy and kids programming plus the exclusive Virgin Travel guide

9 audio channels ranging from soul to Classical music

A choice of 10 Nintendo Games

Moving Skymap display which plots the aircraft's flight path

Bulkhead telephones

The Arcadia system is on a selection of A340-300 aircraft. Lap top power is available in Upper Class on these aircraft.

3 Odyssey-interactive inflight entertainment

Some of Virgin's planes are fitted with state-of-the-art Panasonic Avionics IFE. The Odyssey system offers 20 channels of entertainment plus much more as follows:

- 12 movie channels
- 2 kids channels (featuring a combination of movies and tv programming)
- 8 TV channels featuring music, sport & news, comedy and kids programming plus the exclusive Virgin Travel guide
- 14 audio channels ranging from soul to Classical music
- A choice of 15 games, 4 of which are multi player
- Moving Skymap display which plots the aircraft's flight path
- In-seat telephones (located on the reverse of the handset)
- Air to ground send and receive SMS text messaging to mobile phones and email addresses

The Odyssey system is on a selection of 747-400 and A340-300 aircraft. Lap top power is available in Upper Class on these aircraft.

4 Nova

During the summer of 2001 Virgin took delivery of five 747-400 aircraft, these were fitted with an Inflight Entertainment system new to Virgin Atlantic supplied by Thales. The system, called 'Nova', has 17 channels of seat back entertainment consisting of:

- 11 movie channels
- 4 kids channels (featuring a combination of movies and tv programming)
- 6 TV channel featuring music, sport & news, comedy and kids programming plus the exclusive Virgin Travel guide
- 14 audio channels ranging from soul music to Classical
- Moving skymap display which plots the aircraft's flight path
- Bulkhead Telephone

The Nova system is available on a selection of 747-400 aircraft, mainly operating from Gatwick. Lap top power is available in Upper Class on these aircraft.

Upper Class airport lounges

Arrivals lounges

Lounge facilities are available on arrival at:

- London – Heathrow Revivals – arrivals lounge with facilities including showers, Virgin Touch salon, business area, lounge bar and deli

Departure lounges

Lounges for Upper Class passengers' use prior to departure are provided at all airports. All lounges are beyond passport control except at Boston and Newark.

- London - Heathrow The Virgin Clubhouse
- London – Gatwick The Virgin Clubhouse Gatwick
- New York – Newark The Virgin Clubhouse Newark
- New York – JFK The Virgin Clubhouse JFK
- Boston Upper Class Lounge
- Washington The Virgin Clubhouse Washington
- Miami Club America Lounge
- Orlando Delta Airlines Crown Room
- San Francisco The Virgin Clubhouse San Francisco
- Tokyo The Virgin Clubhouse Tokyo
- Hong Kong The Virgin Clubhouse Hong Kong
- Johannesburg The Virgin Clubhouse
- Caribbean Club Caribbean Lounge in Barbados
Big Banana Lounge in Antigua
- LA Air Canada Maple Leaf Lounge

Facilities available in these lounges include:

- Complimentary drinks & bar menu
- Newspaper and magazines
- Fax, photocopier, computers
- Check-in at lounge for passengers with hand baggage only where possible
- Telephones
- TV, video, games
- Toilets & showers

Upper Class lounges

The concept behind Virgin Atlantic Clubhouses, Virgin's lounges for Upper Class passengers, are designed to deliberately challenge the conventions of the airline industry and to create a different travelling environment.

The Virgin Clubhouse at Heathrow

Located beyond passport control in Terminal 3, the Clubhouse has views of airport runways. It is designed, above all, to be a place where the passenger can relax, have fun and escape from the normal hum-drum routine of waiting for international flights. Central to this way of thinking is the offer of choice. Phase one of the new look clubhouse has opened on 23 August 2005 and has been designed to resemble a private members club full of stunning features. The second phase of the Clubhouse is currently being developed and when it's unveiled the combined space will be over 2,500 square metres in total – double the size of the previous lounge.

The Reception

Guests enter the clubhouse via a grand staircase and are greeted and welcomed at a concierge desk that offers travel and secretarial support, plus information on Virgin Atlantic services and *Flying Club* enquiries. Alternatively, passengers can press a concierge button on any phone situated around the lounge for service at their seat.

The Bar

There is a 14 metre long cocktail bar where passengers can sample a range of classic drinks and champagne cocktails.

The Kitchen

The new clubhouse has a professionally equipped kitchen on site, offering meals and light bites to suit every taste. Upper Class passengers can enjoy a wide selection from the brasserie menu and choose to have lunch or dinner before their flight. Passengers can also make a selection from the deli or help themselves to drinks, treats, and healthy snacks from the stations dotted around the lounge.

Poolside Lounge

Upper Class passengers can relax in an oasis of tranquillity. A ceiling to floor Japanese water wall runs gently into the pool helping passengers to unwind and relax.

The Business centre

The clubhouse offers use of a fax, photocopier, telephones as well as access to the Internet and international financial news services. The whole lounge is equipped with the very latest wireless technology.

Cowshed at the Clubhouse

Virgin's new spa offer passengers pre-flight grooming and relaxation salon offering a wide range of facials, massages and beauty treatments for male and female passengers. Hair cutting and styling is also available by Bumble & bumble at the Cowshed. Passengers can also choose to take a dip in the spa pool, enjoy a sauna or use the steam room. Within the spa area is also a St.Tropez tanning booth.

Cowshed is the Soho House spa brand and passengers can now treat themselves to a selection of exclusive Cowgroom treatments all in the supremely comfortable Cowgroom chair. All treatments include their signature shoulder massage and take 30 minutes, which includes consultation and changing time.

The Virgin Clubhouse Gatwick

The Gatwick Clubhouse was opened on 22 September 1998 by Roland Rivron, Jonathon Ross and Richard Branson. The Virgin Clubhouse offers a modern classic environment offering a comfortable, innovative, witty and colourful atmosphere.

The Clubhouse is located beyond passport control in the South Terminal. It is designed to offer a choice of environments where the passenger can relax, have fun and enjoy themselves whilst waiting for their Virgin Atlantic flight.

Travellers are invited to explore the Clubhouse to find the space which best captures their mood at that particular time of day. The full spectrum of choice available is best explained by a tour through the rooms:

The Reception

On entering the Clubhouse, guests are greeted and welcomed at the concierge desk that offers information on Virgin Atlantic services.

The Bar

Located at the far end of the Clubhouse, the bar offers a breakfast menu that includes a selection of hot and cold food, plus a drinks bar.

The Library

The library offers a wide selection of books, with antique leather furniture to relax on. Newspapers and magazines are also provided.

The Games Room

A spacious room with two Playstations, an Xbox and two Fingaboxes. A selection of children's toys and books are also available.

The Business Centre

This room has individual work stations offering phone, fax, photocopying facilities as well as access to the Internet and international financial news services.

Virgin Touch

Virgin's pre-flight grooming and relaxation salon offers a wide range of facials, massages and beauty treatments for male and female passengers, all by Virgin's fully qualified beauty therapists. Hair cutting and styling is also available

Cinema

A red floor to wall padded surround sound cinema, which offers comfy sofas and beanbags with a wide-screen cinema where terrestrial and Satellite television can be viewed.

In addition the Clubhouse offers:

Toilets and showers

Ultra modern restrooms with showers and facilities for baby changing and for those with disabilities.

Telephone booths

Local and national are free of charge. There is a charge for international calls.

Wardrobe area

Offering lockable lockers and hanging facilities.

Virgin Touch

In-flight Beauty Therapy

The airline's first inflight beauty therapist, Jane Breeden, first approached Richard Branson in 1989 with her novel idea – why not offer your passengers something extra-special when crossing the Atlantic – such as a massage? Branson saw the potential in this idea – particularly for the many business travellers regularly flying with the airline. Jane was given the opportunity to try out her idea on one of Virgin's New York flights in February 1990. The 'trial flight' was a great success and Jane's first flight as the airline's official In-flight Beauty Therapist coincided with the launch of the airline's service to Los Angeles in May 1990.

Virgin's in-flight beauty therapy quickly became popular. When arranging their treatment, passengers are asked whether they wish to be woken for their treatment should they fall asleep. The early mistake of not disturbing a happily slumbering passenger who subsequently woke up at the end of the flight very disappointed to have missed his massage has not been repeated!

The complimentary services available on board the aircraft are Stress Busting face & scalp massage, Full Backup massage, Helping Hands – Zone therapy, Hot Hands and Armed Force – shoulder & arm massage. However, since July 2004, Virgin Atlantic has gradually been introducing a brand new treatment – Back in the Clouds. This will replace the three current massages as it takes the best of each and combines it into a massage routine that hits all the right spots!

TREATMENTS AVAILABLE ONBOARD:

Back in the Clouds

Based on traditional Ayurvedic techniques, and targets the areas where tension is most commonly stored, namely the upper back, shoulders, neck and scalp. Using a series of kneading type movements it stretches and relaxes the muscles, and incorporates a number of Acupressure points that relieve tension, anxiety and improve mental clarity. This releases toxins, improves circulation and helps to strengthen the immune system.

Helping Hands – Zone Therapy

Invigorating massage techniques combined with the application of pressure to specific points will calm, alleviate headaches and stimulate the circulatory systems leaving you fit for anything.

Hot Hands

An anti-ageing, hydrating treatment which includes exfoliation to get rid of dead skin cells and a mask to rejuvenate.

The Virgin Beauty Therapy Department has grown rapidly. Today there are over 200 in-flight beauty therapists plus 12 beauty therapists and 12 hairdressers who are based between at the three Virgin Clubhouses.

Special features for children & infants

Virgin has paid close attention to the safety, comfort and entertainment needs of children and infants, providing the following additional features for young travellers:

- Special children's meals – plain food designed to appeal to children.
- Virgin Aviator's snack boxes (on the return sector) – appealingly packaged snack box containing fruit, chocolate bar and crisps or similar snacks.
- KiDs brightly coloured record bag containing:
 - Puzzle book
 - Reading book
 - Baseball cap
 - Pop a point pencil
 - 2 x Chupa chup lollies
 - Disney key ring
- Virgin Atlantic's award winning inflight entertainment gives kids a superb selection of the latest movies as well as their own dedicated TV channels.
- Unaccompanied minors programme, including 'Virgin Aunties', for groups of unaccompanied minors on selected routes.
- Baby changing facilities on all aircraft.
- Virgin 'Skycots' – bassinets for infants under 1 year old.
- Infant care chair (child safety seat specifically designed for airline use) pioneered by Virgin for children aged six months to three years.
- Complimentary nappies, bottles and baby food available in all classes.

Passengers with Special Needs

Virgin Atlantic has pledged to the Airline Passenger Services Commitment, the UK Department for Transport's Code of Practice on Access to Air Travel for Disabled People and other national legislation & guidelines where appropriate. This sets out to improve the accessibility of air travel to people with reduced mobility by ensuring their needs are understood and provided for and their safety and dignity are respected. Our dedicated team of Special Assistance agents have helped thousands of customers to travel independently with ease and comfort.

DETAILS OF SPECIAL ASSISTANCE SERVICES AVAILABLE

Cabin crew and airport staff undergo special training courses in assisting passengers with restricted mobility and/or impaired sight or hearing.

Large print and braille safety cards are available on all Virgin Atlantic flights.

Assistance to and from the aircraft can be arranged via wheelchair or motorised buggy if available. *

Onboard wheelchairs are available on all aircraft for transfer through the cabin. Toilet access - Although weight bearing passengers will be able to access all toilets from the on board wheelchair, on some aircraft side to side access to the toilet from the on board wheelchair for non weight bearing passengers may be limited - please phone Special Assistance for more details.

Most special medical or religious dietary needs can be catered for with 24 hours notice.*

Virgin Atlantic was the first airline to provide 'neck loops', which allow hard of hearing passengers to enjoy better quality sound from the inflight entertainment system. A limited number of open caption movies are available onboard. Cabin crew with sign language skills can be requested on flights with 6 weeks notice. *

With effect from 10th August 2005, Assistance Dogs can now be carried within the cabin on our East Coast routes. Restrictions apply so please contact our Special Assistance department for full details and requirements.

Two types of support seating are available for children with disabilities who are unable to sit upright. The Burnett Body Support has vacuum technology which moulds to the body and holds the desired posture. The Travel Chair has head support, a pommel strap, foot rest and is designed for smaller children aged between 3-11 years. Suitability assessment and availability must be made for both support seats. *

For those that have respiratory conditions, therapeutic oxygen can be supplied onboard free of charge, however this is subject to availability and route - please contact our Special Assistance department for details and process requirements.

Medical Equipment Available Onboard

- Therapeutic oxygen is available onboard, but the amount available may differ on different routes. *
- Stretcher passengers can be carried on all flights (except to and from Shanghai, Lagos & Port Harcourt) and must be escorted by a medical professional in all cases. *
- Automatic external defibrillators are carried on all Virgin Atlantic aircraft. Virgin was the first airline to equip its fleet with automatic defibrillators when in 1990** it introduced Automatic External Defibrillators able to potentially revert life threatening heart rhythms in Cardiac arrest. This device enabled a male passenger in 1997 to be the first Cardiac Arrest victim to be saved in UK and US airspace. All senior cabin crew (the Flight Service Manager and two Cabin Service Supervisors on each flight) receive regular training in resuscitation and defibrillation techniques and all cabin crew receive regular training in resuscitation techniques
- The cabin crew are all extensively First Aid trained and annually refreshed and examined. As well as other medical equipment each aircraft carries a First Aid Kit and an Emergency Medical Kit (for use by suitably qualified medical volunteers). We have a 24 hour radio/satellite link to specialist medical advice via a response centre – MedLink (MedAire) in Phoenix.

* Virgin Atlantic has an office-based department called Special Assistance to deal with any special needs requests. Special Assistance needs as much notice and information as possible so that they can communicate all requirements to the airports and crew operating the flights and reserve any equipment necessary.

** Virgin Atlantic introduced the Lifepak 200 in 1990 and this was upgraded to a Lifepak 500 in 1996. Another device will be rolled out throughout the fleet in 2006. The device is a semi-automatic external defibrillator which is able to re-organise the chaotic electrical impulses of the heart in some cardiac arrest victims. Without this machine the prognosis of the passenger recovering is virtually nil.

'Flying Without Fear'

Virgin Atlantic launched its 'Flying Without Fear' course on 4 April 1998, designed to help people overcome their anxieties of flying.

The one-day courses are held at either Gatwick, Heathrow, Birmingham or Manchester airport. The courses consist of a morning session led by a Virgin Atlantic Captain who talks on flight safety, take-off and landing procedures, as well as teaching people to recognise the sort of noises that aircraft routinely make in these manoeuvres.

After lunch David Landau teaches relaxation techniques. David Landau has a long track record in psychoanalysis and has made appearances on TV and radio. David talks in depth about fears and phobias and teaches the skills to help people learn to control their fears, preparing them for the flight.

Following this, participants have the opportunity to go on a 45 minute flight. This was a brand new addition to the programme in 2003. The aircraft used are Boeing 737's that have been chartered specifically for the course. The participants are accompanied on the flight by Virgin Atlantic captains, cabin crew and ground staff, who can support them and alleviate any fears. The day ends with a post flight debrief and participants will receive a free CD specially compiled by David Landau.

The course has been designed to allow plenty of time for questions. This creates a very relaxed atmosphere and participants are amazed at how much they enjoy the day. Statistically speaking, the course has a success rate in excess of 98%.

What distinguishes the Virgin Atlantic's 'Flying Without Fear' programme from other courses is the aftercare that participants will receive. After the course, if participants take a flight with Virgin Atlantic, the Virgin Atlantic Special Assistance department will be onhand to help with special requirements tailored specifically to their needs or anxieties regarding the flight. In addition to this there is a 'Flying Without Fear' channel available onboard the aircraft, which is narrated by David Landau, who provides a familiar voice to help relax the passenger.

Loyalty Programmes

Flying club

Flying Club is Virgin Atlantic's frequent flyer programme and it's one of the most generous around. Every time you take a qualifying flight with us or our wide range of partners you can earn miles which can be spent on a wide range of rewards.

As soon as you join *Flying Club*, you'll become a red member and be entitled to some great benefits such as regular news and offer updates, access to your *Flying Club* account online, and the use of a dedicated helpline.

Once you move up to Flying Club Silver you'll get all the benefits of *Flying Club* Red, plus a good deal more, designed to make your travelling experience even more enjoyable. Benefits include: Use of Premium Economy Check In on every Virgin Atlantic flight (regardless of your class of travel), upgrades for the Gatwick and Heathrow Express train services and much more.

At the pinnacle of *Flying Club* is our gold tier, where you'll receive extra privileges designed just for our most frequent travellers. Benefits include use of Upper Class Check In (on every Virgin Atlantic flight), use of Virgin Clubhouses around the world, and many more exclusive entitlements.

You can ensure that whatever your travelling habits, *Flying Club* and its partners can offer you a wide range of benefits and rewards to meet your personal travel needs.

For more information please go to www.virgin.com/flyingclub

Flying Co.

Virgin Atlantic has a sales incentive designed especially for small and medium-sized businesses under the new brand *flying Co.*

Flying Co is a unique incentive for smaller businesses because miles are earned twice over. Not only does each business traveller earn miles for their business as a member of *Flying Co*, but they also earn miles for themselves as members of Flying Club, our frequent flyer programme.

Flying Co miles can be redeemed on rewards including Virgin Atlantic flights, Virgin Atlantic flight upgrades, chauffeur driven car transfers, London Heathrow and Gatwick Clubhouse invitations, Heathrow and Gatwick Express tickets, bmi flights, Eurostar tickets, Hertz car rental and hotel stays.

Visit www.virginatlantic.com/flyingco for more information.

Environmental and recycling programme

Virgin Atlantic has introduced a number of recycling initiatives both on board aircraft and throughout the company's offices. These measures are environmentally conscious and cost effective, enabling the airline to assist a number of charities and institutions. Recycling is carried out in compliance with Ministry of Agriculture directives to ensure the highest health and safety procedures are adhered to. The information below details our current environmentally friendly initiatives but please note we are constantly monitoring and improving our environmental policy.

1) *Virgin Atlantic's office initiatives*

Paper

- * All waste paper is recycled through Strand Cleaning Services Cleaners at Gatwick also collect and recycle passenger newspapers wherever possible.

Printer toner cartridges

- * Printer toner cartridges are collected and donated to the Roy Castle Lung Cancer Appeal for recycling. The charity receives the profits from the resale.

Vending cups

- * Special receptacles to enable recycling of plastic vending cups are installed in many office kitchen areas.

2) *Onboard initiatives*

Duty free bags

- * Plastic duty free bags contain a percentage of recycled material, which can in turn be recycled. Virgin Atlantic was the first airline to use Byoplastic, a biodegradable material, with duty free bags introduced in 1988.

Magazines

- Consumer and specialist magazines are covered with protective plastic covers to enable reuse. Seat pocket literature, papers, magazines and brochures are recycled for pulp.

Economy amenity kits

- Those left by passengers are forwarded to our recycling agents. Unused items are made into new kits with any required new components (e.g. pens, notepads.) This work is done by various community groups including Ilfield Hall, a centre for the disabled located close to Crawley. Headsets have new ear sponges fitted and are resealed in poly bags.

Upper Class

- Leftover snoozesuits are laundered for re-use on subsequent flights. Upper Class amenity kits are collected and unused items are made into new kits. Headsets have new ear sponges fitted and are resealed in poly bags.

3) *Suppliers' initiatives*

The airline's suppliers are encouraged to participate in recycling programmes.

- Our London airline catering companies all sealed dry good foods - All unopened dry goods are re-packed for use on subsequent flights
- Our Aircraft cleaning companies collect items designated for recycling and forward them to the airline's central warehouse for onward distribution.
- Ilfield Hall, a local outreach centre located, primarily for intellectually handicapped adults forms a major part of the recycling programme. Profits contribute towards their transportation needs.
- Waste oil from aircraft is collected by the BAA and recycled.

Recent Awards

2005

DBA Design Effectiveness Awards
Industrial Product – Upper Class Suite

Business Traveller Awards
Best Premium Economy Class

New Media Age Effectiveness Awards 2005 - Travel Category
Virgin Atlantic Web site redesign

Lighting Design Awards
Transport Lighting – Upper Class Suite

Air Transport World Awards
Passenger Service Award

International Forum (IF) Design Awards
IF Product Design – Upper Class Suite

2004

Wallpaper Design Awards
Most Life Enhancing Item – Upper Class Suite

BSME Awards – Editor of the Year
Michael Jacovides – for Carlos

TTG Awards
Best Long Haul Scheduled Airline

Travel Bulletin Awards
Top Leisure Scheduled Airline

Business Traveller Awards
Best Premium Economy Class

Magazine Design Awards
Best Design Magazine of the Year – Carlos
Best Use of Illustration - Carlos
Best Designed Customer Magazine - Carlos

IDEA Awards
IDEA Gold Award – Transport Design – Upper Class Suite

Red Dot Awards
Best of the Best high Quality Design – Upper Class Suite Interior
Best High Quality Design –Upper Class Suite

ID Annual Review Awards
Best in Furniture – Upper Class Suite

Group Travel Awards
Best Airline for Groups

The Design and Art Direction Awards
Transport Product Design - The Upper Class Suite

The Guardian Travel Awards
Best Business Airline

Cargo Airline of the Year Awards – Air Cargo News
Cargo Airline of the Year – Virgin Atlantic Cargo

Communicators In Business Awards
Internal Online Publications – Verb Online

Design Week Awards
Industrial Product Design winner –Upper Class Suite
Editorial Design winner – Carlos

Business Travel Awards
Best Long Haul Business Airline

Travel Weekly Awards
Best Transatlantic Airline

Recruitment Advertising Awards
Graduate / trainee – Engineering Apprenticeships
General Appointments – Hairdressers ads
Hospitality / Travel / Leisure – IFBT ads

2003

World Travel Awards
Worlds Leading IFE
Worlds Leading Airline

British Society of Magazine Editors (BSME)
Carlos - Magazine of the Year

FX International Interior Design Awards 2003
Best Furniture Award (For the Upper Class Suite)

Business Superbrands Awards
The brand that most values its employees

World Entertainment Association Awards
Best Overall Inflight Entertainment
Best Inflight Entertainment Guide (info)
Best Single Audio Program
Best Single Special Purpose Video
Best Inflight Video Programming -

Travel Bulletin Awards
Top Transatlantic Airline

Business Traveller Awards
Best Premium Economy Class

World Airline Entertainment Awards
Best Inflight Entertainment Guide
Best Single Inflight Audio Program
Best Single Special Purpose Video
Best Inflight Video Programming - Long Haul

The Press Gazette
Best Designed Customer Magazine of the Year - Carlos

Business Travel World Awards
Best Long Haul Business Airline

Travel Weekly

Best Transatlantic Airline Award

Conde Nast AwardsBest International Long Haul Carrier
Best Inflight Entertainment**2002****PR Week Awards**

Crisis Management Award

TTG Awards

Best Long Haul Scheduled Carrier

Conde Nast Awards

Best Business Airline

Travel Bulletin Stars Awards

Top Leisure Scheduled Airline

The Guardian and Observer Awards

Best Business Airline

OAG Awards

Best Airline to the Far East

Travel Weekly Awards

Best Transatlantic Airline

NOP World Business Superbrands Awards

'Brand most perceived to keep its promises' award

World Travel AwardsWorld's Leading Airline for Inflight Entertainment
World's Leading Airport Lounge (LHR)
World's Leading Economy Class**2001****Business Traveller Awards**Best Economy Class
Best Business Class**Conde Nast Traveller Awards**

World's Best Long Haul Airline

OAG AwardsAirline of the Year
Best Long-Haul Economy Class
Best Airline Based in Western Europe
'Outstanding Service' award for cabin crew**World Airline Entertainment Awards**Best Inflight Magazine
Best Special Purpose Video**Best Transatlantic Airline**

Travel Weekly

Best Leisure Airline

The Guardian

Top Transatlantic Airline

Travel Bulletin

World Travel AwardsWorld's Leading Airline for Inflight Entertainment
World's Leading Airport Lounge (LHR)
World's Leading Economy Class**2000****Business Traveller**

Best Business Class

Chartered Institute of Marketing Travel Industry Group (CIMTIG) Awards

Gold in the Colour Press Campaign category

Best Business Airline

The Guardian

Tommy's Campaign Parent Friendly Awards 2000

The Most Parent Friendly Airline

Meetings and Incentive Travel magazine

Best UK Based Airline

OAG AwardsBest Long haul Business Airline
Best Transatlantic Airline
Best European Airline**Travel Weekly Awards**

Best Transatlantic Airline

World Travel AwardsWorld's Leading Airline for Inflight Entertainment
World's Leading Airport Lounge (LHR)
World's Leading Economy ClassRichard Branson received 'Jill Dando Award'
for the best contribution towards travel

Richard Branson: biography & background

Founder and Chairman of the Virgin group of companies

Richard Branson was born in 1950, and educated at Stowe School, where he established a national magazine called Student at the age of sixteen. He started a student advisory service centre aged 17 to help young people. In 1970 he founded Virgin as a mail order record company and shortly after opened a record shop in Oxford Street, London. During 1972, a recording studio was built in Oxfordshire where the first Virgin artist, Mike Oldfield, recorded "Tubular Bells" which was released in 1973.

The first album of the newly created Virgin records went on to sell over 5 million copies. Over the years many household names, including Genesis, Phil Collins, Peter Gabriel, Simple Minds, The Human League, Culture Club, Janet Jackson and The Rolling Stones helped make Virgin one of the top six record companies in the world. The equity of Virgin Music Group – record labels, music publishing and recording studios – was subsequently sold to the Thorn EMI in 1992 in a US\$ 1 billion deal.

The interests of Virgin Group had now expanded into international "Megastore" music retailing, book and software publishing film and video editing facilities, clubs, travel, hotels and cinemas through over 200 companies in 29 countries.

Virgin Atlantic Airways, formed in 1984, has become the second largest British airline and operates a fleet of Boeing 747 and Airbus A340 aircraft to a network of 26 destinations worldwide. The airline was founded on the concept of offering a competitive and high quality Upper Class and Economy service. The airline is now the holder of every major travel award.

Since 1985, Richard has also been involved in a number of world record-breaking attempts. In 1986, his boat 'Virgin Atlantic Challenger II', rekindled the spirit of the Blue Riband by crossing the Atlantic Ocean in the fastest ever recorded time. This was followed a year later by the epic hot air balloon crossing in 'Virgin Atlantic Flyer' which was not only the first to cross the Atlantic but was the largest ever flown. In January 1991, he crossed the Pacific Ocean from Japan to Arctic Canada, again breaking all existing records with speeds of up to 245 miles per hour. Between 1995 and 1998 Richard Branson and Per Lindstrand and Steve Fossett made a number of attempts to circumnavigate the globe by balloon. In late 1998 they made a record breaking flight from Morocco to Hawaii but their dream was shattered by bad weather before a Swiss team successfully circumnavigated the globe early in 1999.

In 1996 Virgin Group launched Virgin Express, a short-haul airline based in Belgium offering a low cost, no frills service and flying within Europe. Virgin Rail operates two rail franchises and is engaged in a \$3.2 billion fleet replacement programme to create one of the most modern rail networks in the world with high speed tilting trains already in operation. In 1999 Virgin entered into the telecommunications business launching Virgin Mobile and in 2000 low cost airline Virgin Blue was launched in Australia, both of these companies have subsequently floated. The Virgin Group today comprises over 200 independent companies, with combined annual sales of some \$8 billion and total employees of around 35,000.

Sir Richard Branson recently announced that the Virgin Group has entered into an agreement to licence the technology to develop the world's first privately funded spaceships dedicated to carrying commercial passengers on space flights. Virgin has formed Virgin Galactic, a new company, which will become the world's first commercial space tourism operator.

In the 1999 New Years Honours list Richard Branson received a knighthood for his 'services to entrepreneurship'.

Richard is married to Joan with two grown children, Holly and Sam.